

DEPARTMENT OF VETERAN AFFAIRS



**ONE VA ENTERPRISE ARCHITECTURE
COMMUNICATIONS AND TRAINING PLAN**

Prepared by the
Office of Enterprise Architecture and Innovation (005E1)
March 2010

Table of Contents

EXECUTIVE SUMMARY	4
Record of Changes	5
1. INTRODUCTION	6
1.1. Purpose.....	6
1.2. Scope	6
1.3. Intended Audience	6
1.4. Changing This Document.....	6
1.5. Contents of This Document	7
2. STRATEGY	8
2.1. Overview	8
2.2. Goals	8
2.3. Objectives.....	8
2.4. Stakeholder Analysis.....	8
3. COMMUNICATIONS	11
3.1. Basic Communication Model	11
3.2. Messages to Stakeholders	12
3.3. Planning Communication Projects.....	12
3.4. Managing Communications Projects	13
3.5. Project Metrics and Performance Measures.....	14
3.6. Project Execution.....	15
4. EA TRAINING.....	16
4.1. Training Development	16
4.2. Conducting Training	16
4.3. Post Training Evaluation	17
5. RESOURCES	18
5.1. Meetings	18
5.2. Electronic.....	18
5.3. Publications.....	18
5.4. Training.....	19
APPENDIX 1. GLOSSARY	21
APPENDIX 2. PROJECT PLAN OUTLINE	25
APPENDIX 3. PROJECT PLAN FORMAT.....	27
APPENDIX 4. LESSON PLAN FORMAT	31

List of Tables

<i>Table 1: EA Practice Guidance Document Organization</i>	<i>7</i>
<i>Table 2: Stakeholder Matrix</i>	<i>10</i>
<i>Table 3: Example Roles and Responsibilities Matrix.....</i>	<i>27</i>
<i>Table 4: Example WBS Coversheet.....</i>	<i>28</i>
<i>Table 5: WBS Example.....</i>	<i>30</i>
<i>Table 6: Example Project Milestone List.....</i>	<i>30</i>

List of Figures

<i>Figure 1: Basic EA Communications Model</i>	<i>11</i>
<i>Figure 2: Planning Phase of EA Communication and Training Projects.....</i>	<i>12</i>
<i>Figure 3: Planning of Communications and Training Projects.....</i>	<i>13</i>
<i>Figure 4: Communications and Training Projects Execution</i>	<i>14</i>
<i>Figure 5: Training Development Cycle.....</i>	<i>16</i>
<i>Figure 6: Post Training Evaluation.....</i>	<i>17</i>
<i>Figure 7: LMS Login Screen.....</i>	<i>20</i>

EXECUTIVE SUMMARY

The Office of Enterprise Architecture and Innovation (OEA&I) oversees and manages the development and implementation of the information technology (IT) standards, and the strategic planning policy of the Department's Enterprise Architecture (EA) activities as required by the Clinger-Cohen Act. The products of the OneVA EA provide information and guidance for the application of information technology to the business needs of VA.

The enterprise architecture (EA) is a strategic information asset and a management tool for aligning resources to the Department's strategy and improving mission performance. The OneVA EA contains descriptions of the current and future states of the Department, and lays out a plan for transitioning from the former to the latter. As such, it's a critical resource for controlling change across the department as it contains investment, cost and performance information on people, process, technology and infrastructure. For this reason, it is also a valuable planning tool for investment and portfolio management. Communicating these characteristics and capabilities of EA to stakeholders is an imperative for every EA practice. In addition, development of quality information for the OneVA EA segments requires training of stakeholder representatives by OEA&I facilitators. Therefore, the OneVA EA Communications and Training Plan captures communications and training planning information.

The OneVA EA Communications and Training Plan is one of a series of four foundational documents the Chief Architect uses to manage the EA practice within the Department. The three remaining documents are the OneVA EA Practice Guidance, the OneVA EA Program Plan, and the OneVA EA Value and Performance Measurement Plan. The OneVA EA Communications and Training Plan provides guidance to inform stakeholders and customers on the uses and value of the OneVA EA toward achieving VA missions, goals and priorities. In addition, it describes the resources for communications and training and allocates them various activities.

Recommendations for changes should be forwarded to the Department of Veterans Affairs Chief Architect, Office of Enterprise Architecture and Innovation, 801 I Street NW, Washington, D.C. 20001.

This document supersedes the OneVA Enterprise Architecture Communication and Training Plan, Version 5.0, December 10, 2008.

Record of Changes

Date	Version	Change Description	Approval Authority
February 7, 2007	4.3	Extension of EA V 4.2	Chief Architect
December 10, 2008	5.0	FY 2009 Program Build	Chief Architect
October 07, 2009	5.1	Formatting	Chief Architect
March 29, 2010	5.2	EA Website update, pp 18	Chief Architect

1. INTRODUCTION

The intent of this document is to describe how a consistent and effective message on EA is conveyed to stakeholders throughout the Department. Additionally, it describes the training mechanisms to prepare a broad audience to develop and use the EA, including architects, cost analysts, business analysts, and EA practitioners. This section provides introductory information including purpose, scope, intended audience, instructions for changing the document, and a tabular description of the document's contents.

1.1. Purpose

The purpose of the Communication and Training Plan is three-fold. First, it describes the plan for communicating information about the VA Enterprise Architecture to stakeholders; informing them of its use and utility. Second, it describes the training on EA for stakeholders and practitioners necessary for conducting an effective EA practice. Finally, it describes the plan to ensure information about the EA is accessible to stakeholders and practitioners through the OneVA EA repository.

1.2. Scope

The Communication and Training Plan applies to the activities managed and performed by the Office of Enterprise Architecture in the Office of Information and Technology.

1.3. Intended Audience

The intended audience for the OneVA EA Communications and Training Plan is made up of the managers, architects and practitioners responsible for communications and training projects within the Office of Enterprise Architecture.

1.4. Changing This Document

The OneVA EA Communications and Training Plan is configuration controlled under the authority of the Enterprise Architecture Council (EAC). Changes to the document are subject to the procedures defined in the EA Change Management Plan.

1.5. Contents of This Document

This is organized into six sections with three appendices. Table 1 below provides a description of each section and appendix.

Section	Title	Description
1	Introduction	Section 1 provides introductory information such as the document's purpose, scope, intended audience, and information on making formal changes.
2	Strategy	Section 2 provides the stratagems of the communication and training plan expressed as goals and objectives each project will perform.
3	Communications	Section 3 explains how communications and projects are planned and accomplished.
4	Training	Section 4 explains how EA training projects are planned and accomplished.
5	Resources	Section 5 provides a survey of available resources for communications and training.
APPENDIX 1	Glossary	Appendix 1 contains a list of acronyms and terms used in this document.
APPENDIX 2	Project Plan Outline	Appendix 2 contains an content outline for a communications plan project
APPENDIX 3	Project Plan Format	Appendix 3 contains the template for communications project plans.
APPENDIX 4	Lesson Plan Format	Appendix 4 contains the template for developing a lesson plan on EA topics.

Table 1: EA Communications and Training Plan Document Organization

2. STRATEGY

This section describes the goals and objectives of the communications and training activities of the Office of Enterprise Architecture.

2.1. Overview

The strategy for EA communications and training in the Department consists of achieving the approved communications and training goals and objectives in a series of well-planned projects performed by members of the Office of Enterprise Architecture and Innovation (OEA&I).

2.2. Goals

The Goals of EA Communication and Training are:

- To identify both internal and external stakeholders and determine effective channels and methods of communicating;
- To establish communication and training projects which create urgency, awareness and interest in VA Enterprise Architecture;
- To establish credibility with stakeholders for the VA Enterprise Architecture;
- To meet the business needs of stakeholders; and
- To establish an Enterprise Architecture training program for OEA&I Government employees.

2.3. Objectives

Successful implementation of this plan will accomplish the following objectives:

- Increase use of OneVA EA by decision-makers and other stakeholders;
- Reduce risks associated with stakeholder behavior that could thwart modernization initiatives;
- Gain buy-in and promote acceptance of EA products and services;
- Establish collaborative functions with business-lines and stakeholders for the future development of EA products;
- Train internal and external staff on EA usage and impacts; and
- Increase use of an accessible OneVA EA website for everyday working requirements.

2.4. Stakeholder Analysis

The single most important step in fulfilling EA stakeholder expectations is to identify who they are, what they are interested in, and how the EA should impact them. To accomplish this task, a simple stakeholder analysis is performed and the results are documented in a Stakeholder Matrix (Table 2 on pages 9-10). After the stakeholder analysis is performed, the results will be documented in this tool. The Stakeholder Matrix will be updated annually.

2.4.1. Stakeholder Identification

The definition of an Enterprise Architecture stakeholder is any person or group having a vested interest in or expectation from the value or performance of the OneVA EA. Stakeholders may be located within the Department as well as external government agencies or industry. They are generally classified as decision-makers, planners, programmers, designers, and users.

2.4.2. Stakeholder Analysis

In order to optimize the expenditure of resources available to the OEA&I, an analysis of the EA stakeholders was performed to focus communications and training activities. This analysis matched the stakeholder categories previously mentioned with stakeholder interests, desired impact of EA communications and training, communications activities, and training activities. The practical application of this analysis is when planning and executing a communications or training project, this information will keep the project focused on delivering value to the stakeholder. The results of this analysis are summarized in Table 2, the Stakeholder Matrix, below.

Category	Stakeholder Interest	Desired Impact	Communications Activity	Training Activity
Decision-makers	Demonstrating maximum IT performance at the lowest cost	Adequate facts for decisions making	<ul style="list-style-type: none"> • Presentations on Target and Transition Architectures • EA Open Management Meeting 	<ul style="list-style-type: none"> • Self-study with EA Guide • EA Overview Course
Business Leaders	Alignment of IT to Business needs and required performance	IT performs to expectations at an acceptable cost	<ul style="list-style-type: none"> • EA Open Management Meeting • Presentations on Target and Transition Architectures 	<ul style="list-style-type: none"> • Self-study with EA Guide • EA Overview Course
Designers	Ease of access to current and relevant technical guidance for engineering solutions	Due diligence in solution design development	<ul style="list-style-type: none"> • Presentations on Baseline Technology Architecture updates and Transition Plan 	<ul style="list-style-type: none"> • Training on Baseline Technology Architecture • Web Page Training
Programmers	Business cases for investments are understandable and factual	IT Portfolio traceable to Department strategy & EA	<ul style="list-style-type: none"> • Presentations on Transition Plan and Value Report 	<ul style="list-style-type: none"> • Training on Transition Architecture Artifacts • EA Web Page Training

Category	Stakeholder Interest	Desired Impact	Communications Activity	Training Activity
Project Managers	Projects achieve cost, schedule, and performance goals without perturbations.	Reduced perturbations to project	<ul style="list-style-type: none">• EA Open Management Meeting• Presentations on Transition Plan	<ul style="list-style-type: none">• Transition Architecture Artifacts• EA Web Page Usage• Self-study with EA Guide
Users	Understanding the Departments direction and what IT spending delivers	General understanding of the EA and its uses	<ul style="list-style-type: none">• Presentations on EA Guide	<ul style="list-style-type: none">• Self-study with EA Guide• EA Web Page Training• EA Overview Course
OEA&I Employees	Understand and be able to perform EA process and practices	Effective performance of EA practices	<ul style="list-style-type: none">• Presentations on EA Web Page usage• Presentations on EA Management Artifacts	<ul style="list-style-type: none">• Web Page development• Repository maintenance• EA Tools• EA certification

Table 2: Stakeholder Matrix

3. COMMUNICATIONS

This section describes the planning and implementation guidance for conducting communications projects for the OEA&I.

3.1. Basic Communication Model

Figure 1 is a basic communication process of broadcasting and receiving information for Enterprise Architecture. This will later be refined into specific messages, channels and targets and expressed in the Stakeholder Analysis Communication Mapping. (See, *SACM, Table 2-1 on page 9*)

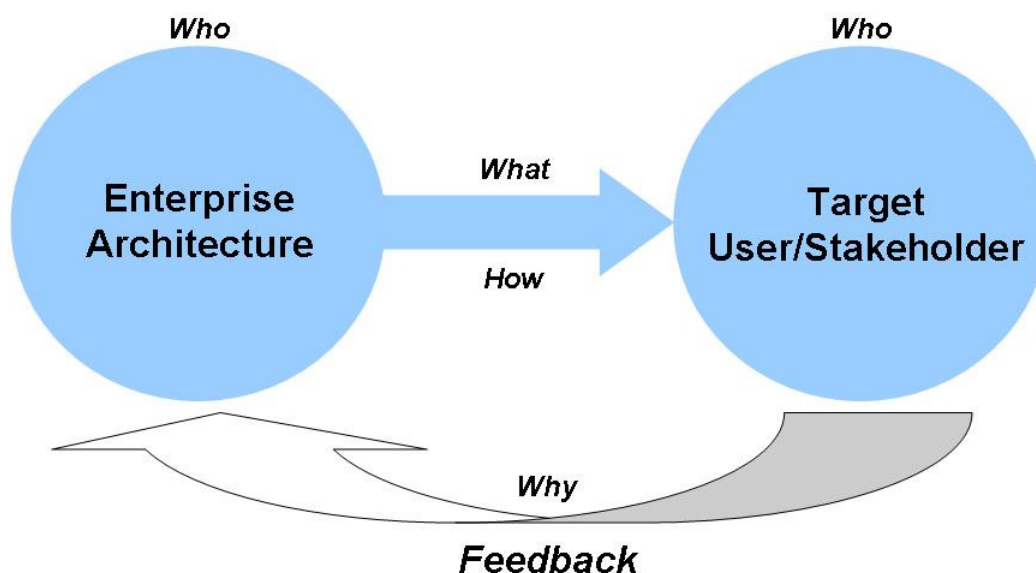


Figure 1: Basic EA Communications Model

The minimum steps the Office of Enterprise Architecture uses in performing a communications or training project include the following:

- Identify and analyze stakeholders;
- Identify and define projects based on stakeholder requirements;
- Plan communication projects;
- Execute communication projects; and
- Obtain feedback and validate communication projects.

Actual work plans for the various communications and training projects may or may not be formally documented, depending on their scale and guidance from the Chief Architect.

3.2. Messages to Stakeholders

When developing EA messages for stakeholders, the Office of Enterprise Architecture is guided by the concepts of simplicity, brevity, and consistency. These will result in outcomes that are valuable to the EA practice. For example, desirable EA messages should be clear and easily understood. This means the audience is considered in their development and messages do not include “techno-speak” from an architect. Next, they should be concise and to the point without holding the stakeholder hostage. If stakeholders believe a document is wasting their time, then the message must be rebuilt and shortened. Finally, EA messages must be credible so as to build the credibility of the Office of Enterprise Architecture over time.

3.3. Planning Communication Projects

The planning of communication and training projects, while not within the scope of this plan for specific projects, will take into consideration good project management planning methods. The first things to ask are:

- What will be delivered precisely during the project?
- How it will be delivered and who will be in charge?
- When will the communication project be completed?

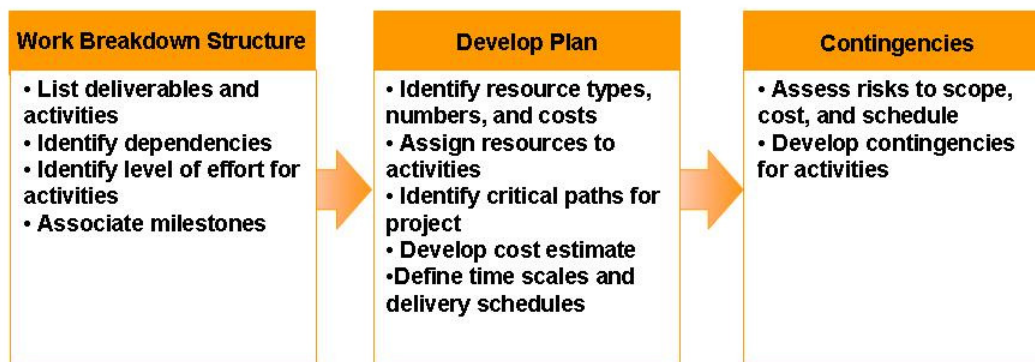


Figure 2: Planning Phase of EA Communication and Training Projects

Enterprise Architecture will need several types of communication projects to convey the OneVA EA message. These projects types and examples are listed below:

- *Human Factors* involve actions that must touch people directly or indirectly to make an impact
 - Training
 - Meetings
 - Conferences
 - Phone Calls
 - Presentations

- Interviews
- *Collateral Materials* are written materials or specialty items which can stand alone in making a marketing statement
 - Brochures
 - Posters
- *Public Relations* are the acts of communicating what you are to your audience
 - Press Releases
 - White Papers
 - Newsletters
 - Mission Document
 - Website

Specific projects are identified and developed based on the needs of specific categories and classifications of stakeholders. They have their own project charters, schedules, and metrics. Initial communication projects and implementation schedules are outlined in this document.

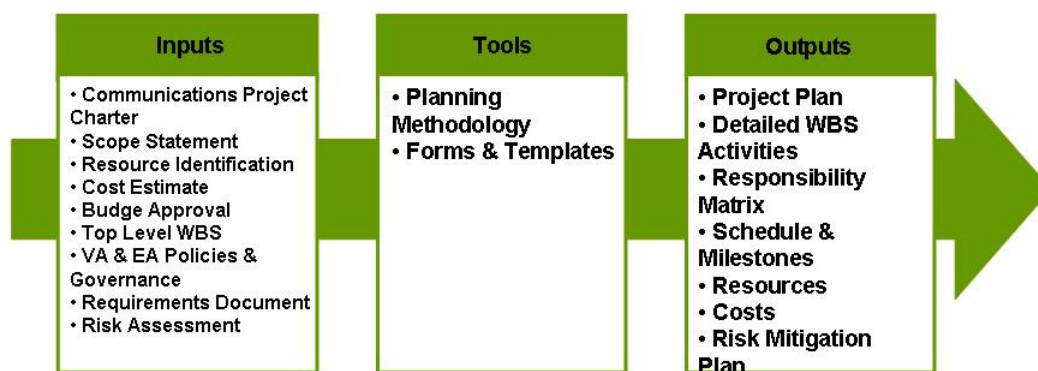


Figure 3: Planning of Communications and Training Projects

3.4. Managing Communications Projects

Control and progress reports are accomplished using basic scheduling tools such as milestones and Gantt charts. The project schedule is the primary tool for project progress reporting visibility. Project management software can produce schedule status reports at multiple levels of detail for different target audiences. A status report can focus on the modified Gantt chart with important features highlighted or summarized in separate reports. The key elements for this status effort involve lists of recently completed tasks, in-progress tasks, tasks about to commence, recently approved changes, and schedule variance analysis. The status concludes with presenting the most recent forecast completions of intermediate milestones and the overall project completion date.

The Gantt chart documents the comparison between the baseline schedule and the status. This horizontal bar schedule is an easy way to document schedules at a high level by showing the work package or higher-level project component's start, finish,

duration, and relationship between events and calendar dates in a graphical pictorial. It can further illustrate the relationship between work activities (with or without duration), and milestones (representing major achievements or critical points of the project).

Furthermore, the Gantt chart allows the Project Manager (PM) the work progress against the baseline schedule, as well as any modifications made to the expectations of future work schedules.



Figure 4: Communications and Training Projects Execution

3.5. Project Metrics and Performance Measures

Adding metrics to communication provides alignment with objectives, requirements, laws, policies and commitments. Adding metrics to the Communication and Training Plan ensures accountability to EA stakeholders.

Every EA communication project features inherent opportunities to measure success. This is contingent upon a number of factors unique to the project and defined by the project plan.

Overall Communication and Training Plan objective measures reflect the success of this plan and of the VA Enterprise Architecture. Ultimately, what EA wants to know is the usage and usefulness of VA Enterprise Architecture and how well it meets business needs.

There are generally three levels of communication measurement: output, outtakes, and outcomes. First, output measurement assesses productivity. EA measures output by fiscal quarters, by the number of communication projects, and by website hits. Second, determining outtakes relies on research to benchmark how awareness, retention and general understanding can be shifted over time in the desired manner. Initially, EA measures outtakes by: 1) yearly verification of the business line functions, processes, and relationships, 2) feedback surveys from OEA&I conferences, and 3) feedback and knowledge levels from EA training and certification. Incentives can be offered for survey participation, if needed. Finally, outcomes are based on similar research, but track changes in the target audience's opinion, attitudes and behavior. The initial

benchmark of the above measures drives the specific changes to the communication strategy.

3.6. Project Execution

This section is updated as Communications Projects are executed. Most, if not all of these projects have resulted in new products and artifacts for the VA EA. This section includes a summary description of current, on-going and completed projects developed under this Communications Plan. The general content approach to these summaries is the following:

- Engagement Approach
- Stakeholder Objective
- EA Objective
- Approach
- Solution (Products)
- Examples
- Benefit to Stakeholder
- Benefit to EA
- Next Steps

4. EA TRAINING

Having a complete and well documented Enterprise Architecture allows for the VA to make more effective decisions about which IT projects to pursue and the technology or products to use in their implementation. The EA Training projects recognize that the VA requires qualified staff to implement the enterprise architecture. Those who need to touch VA Enterprise Architecture should have a basic understanding of what EA is and how it can assist in their work.

4.1. Training Development

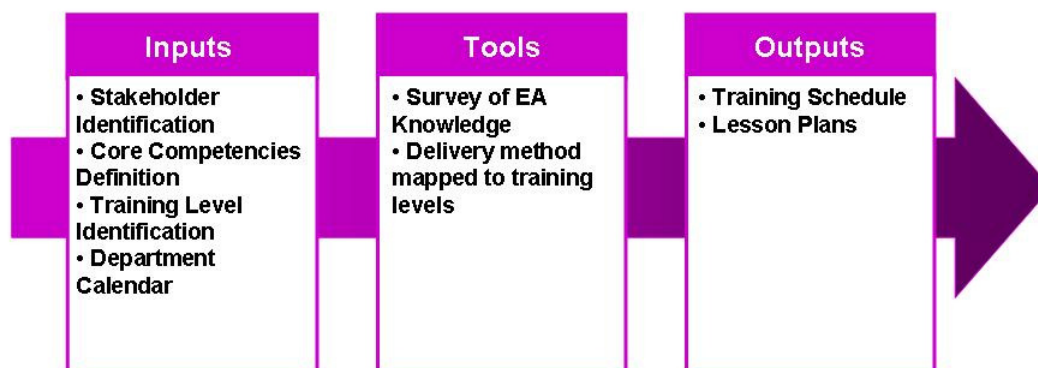


Figure 5: Training Development Cycle

Stakeholder identification is the foundation of any communications or training plan. It puts faces on the groups, employees with whom we want to communicate VA's Enterprise Architecture. This is the “who” in our basic communication model (see Figure 5 above). The core knowledge needed in different jobs and in different VA Administrations varies with the stakeholder function.

4.2. Conducting Training

Training is conducted at the three levels described in detail below.

4.2.1. Level 1 - Orientation to VA Enterprise Architecture

EA orientation is an introductory training to EA available to all of VA. It is mandatory training for OEA&I.

This orientation is intended to be VA specific and to give the student a foundation in answering the following questions:

- What is VA Enterprise Architecture,
- How is Enterprise Architecture used at VA,
- What are the Benefits of Enterprise Architecture, and
- How does Enterprise Architecture impact their job.

4.2.2. Level 2 – Instruction on how to use the EA website

This is detailed instruction on how to use the VA Enterprise Architecture and is broken down into major stakeholder categories, as defined in the architecture (Project Managers, Investment Portfolio Managers, OMB & GAO Reviewers and Business Stakeholders). This training is available to all major stakeholders. Mandatory training for OEA&I covers:

- How to navigate to useful information on the website, and
- Suggested usage for each stakeholder category

4.2.3. Level 3 – Advanced Training

More advanced training will be developed which will include full understanding of EA Requirements and how to use specialized areas of the architecture.

4.3. Post Training Evaluation

The true value of training is in the feedback and the test is in measuring increased awareness and use of the EA Website. The goal is to be able to deliver the right information to the right decision makers at the right time. By evaluating the tool of EA training, post training, and three months after training and putting this with website usage figures, EA is able to track success of the training program.

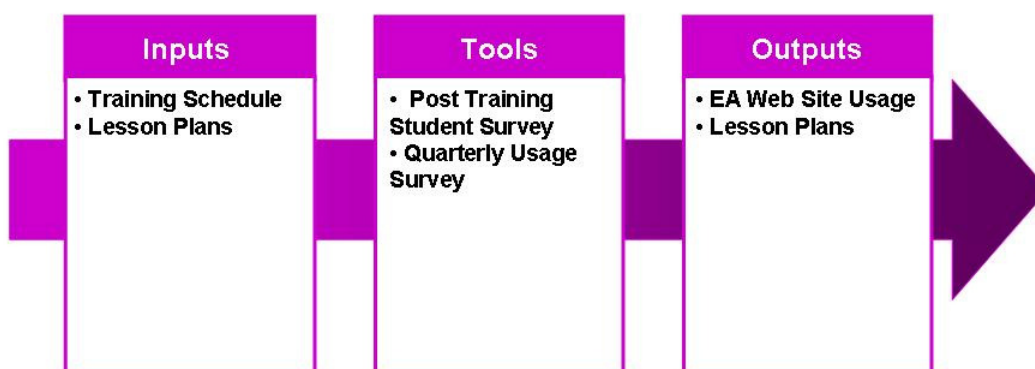


Figure 6: Post Training Evaluation

5. RESOURCES

This sections contains descriptions of communications and training resources that should be considered when producing information about the OneVA EA.

5.1. Meetings

5.1.1. EA Open Management Meetings

The semi-annual VA Enterprise Architecture meeting is a forum for discussing and reviewing the management approaches, priorities and strategies for continuous improvement of enterprise architecture and the artifacts that define it. The purpose of these meetings is to have an open, candid discussion designed to engage the VA lines of business with enterprise architecture and to discuss how business requirements become integrated into IT solutions.

5.1.2. Federal IT Summit

The Federal IT Summit is sponsored by OMB and the Federal CIO Council and generally contains relevant updates to EA oversight changes and reporting information.

5.2. Electronic

The internal VA infrastructure provides access to EA information via the Office of Enterprise Architecture and EA Repository web pages. Their URLs are located below.

5.2.1. OEA&I SharePoint Page

The OEA&I SharePoint page can be accessed at the following address:

<http://vawww.va.gov/oit/intranet/>

5.2.2. OneVA EA Website

The OneVA EA website is an outward-facing repository that provides relevant news, information, documents and artifacts to VA stakeholders. The website is located at the following address: <http://vawww.ea.oit.va.gov/eaindex.asp>

5.2.3. EA Repository

The acting inward-facing EA repository includes both the shared VA network drive and the OEA&I SharePoint Page.

5.3. Publications

5.3.1. VAnguard

The *VAnguard* staff is always looking for interesting stories about the Department's mission of serving veterans and the employees who support that mission. They encourage those who are most familiar with our facility's or office's operations, to submit

both news and feature articles for publication consideration. The VAnguard staff edits all submissions, and assumes articles have coordinated and cleared submission before sending it to them.

Annual deadlines are January 1, March 1, May 1, July 1, September 1 and November 1. Meeting an issue's deadline, however, does not ensure publication in that issue, only consideration. Once an article is accepted for publication, it is scheduled to run as soon as possible, based on space limitations. Priority is given to time-sensitive articles. The VAnguard staff will not commit to notifying individual contributors when an article will run or which photos will be used.

E-mail submissions to vanguard@va.gov, or directly to the editor at lisa.gaegler@va.gov.

5.3.2. VA News

"VA News" is a video program designed to provide timely news and information about the Department of Veterans Affairs. The weekly 15-minute newscast is co-produced by the VA Learning University and the Office of Public Affairs in partnership with the Employee Education System and other headquarters and field offices.

5.4. Training

The Department's Employee Education System (EES) provides tools to help plan educational needs and connect to needed resources. The EES provides access to a wide array of production capabilities through their Education Service Representative (ESR) Teams. An ESR Team consists of a Project Support Assistant (PSA) and an Education Specialist (ES) for the purpose of supporting training development. A dedicated ESR Team is assigned to VACO HQ and should be contacted for future EA training support. The ESR Team can be contact information can be obtained at the following URL: <http://vaww.ees.lrn.va.gov/Site/peoplefinder/994/>

5.4.1. Learning Management System

The primary source of computer based training in VA is the Learning Management System. The login screen appears in Figure 7 on the next page.



Figure 7: LMS Login Screen

The LMS can be accessed at: <https://www.lms.va.gov/plateau/user/login.jsp>

5.4.2. Ad Hoc

Ad hoc training materials produced for the OEA&I will utilize the formats in Appendices 3 through 5 at the end of this document.

APPENDIX 1. GLOSSARY

1. Acronyms

Acronym	Explanation
BRM	Business Reference Model
CFO	Chief Financial Officer
CIO	Chief Information Officer
DRM	Data Reference Model
FASA	Federal Acquisition Streamlining Act of 1994
FEA	Federal Enterprise Architecture
FEA SPP	Federal Enterprise Architecture Security and Privacy Profile
FIPS PUB	Federal Information Processing Standards Publication
FISMA	Federal Information Security Management Act of 2002
HIPAA	Health Insurance Portability and Accountability Act of 1996
IG	Inspector General
IT	Information Technology
NIST	National Institute of Standards and Technology
NIST SP	National Institute of Standards and Technology Special Publication
OEA&I	Office of Enterprise Architecture and Innovation
OMB	Office of Management and Budget
PIA	Privacy Impact Assessment
POA&M	Plan of Action and Milestones
PRM	Performance Reference Model
SRM	Service-Component Reference Model
TRM	Technology Reference Model

2. Terms

Term	Definition
Architecture	<p>A systematic approach that organizes and guides design, analysis, planning, and documentation activities.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>
Component:	<p>1. Hardware, software, environmental factors, and their associated configurations and documentation, which together or separately are configured items.</p> <p>2. Software or hardware elements approved for inclusion into at least one regional product.</p> <p>SOURCE: SSG - Computing & Network Operations Business Process Management</p>
Configuration Management	<p>The process of managing updates to EA components and artifacts, ensuring that standards are being followed.</p> <p>Source: An Introduction to Enterprise Architecture</p>
Current View	<p>An EA artifact that represents an EA component or process that currently exists in the enterprise.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>
Data	<p>A representation of individual facts, concepts, or instructions in a manner suitable for communication, interpretation, or processing by humans or by automatic means.</p> <p>SOURCE: Information Management and Security Subcouncil</p>
Enterprise	<p>An area of common activity and goals within an organization or between several organizations, where information and other resources are exchanged.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>
Enterprise Architecture	<p>The analysis and documentation of an enterprise in its current and future states from an integrated strategy, business, and technology perspective.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>

Governance	<p>A group of policies, decision-making procedures, and management processes that work together to enable the effective planning and oversight of activities and resources.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>
Information	<p>1. Information is the result of processing, manipulating and organizing data in a way that adds to the knowledge of the person receiving it.</p> <p>SOURCE: www.orafaq.com/glossary/faqglosi.htm</p> <p>2. Organized data which is understood to have significance and meaning.</p> <p>SOURCE: www.christlinks.com/glossary2.html</p>
Information Technology	<p>Any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information. The term information technology includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources.</p> <p>SOURCE: www.grc.nasa.gov/WWW/Purchase/Section_508_def.htm</p>
Line of Business	<p>A distinct area of activity within the enterprise. It may involve the manufacture of certain products, the provision of services, or internal administrative functions.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>
Performance Gap	<p>An identified activity or capability that is lacking within the enterprise, which causes the enterprise to perform below desired levels or not achieve strategic or tactical goals.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>
Program	<p>A group of related projects managed in a coordinated way. Programs usually involve an element of ongoing activity.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>
Project	<p>A temporary endeavor undertaken to create a unique product, service, or result.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>

Stakeholder	<p>Everyone who is or will be affected by a program, activity, or resource. Stakeholders for the EA program include sponsors, architects, program managers, users, and support staff.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>
System	<p>A collection of resources and activities that has inputs and outputs.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>
Target Architecture	<p>An EA artifact that represents an EA component or process that does not yet exist in the enterprise.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>

APPENDIX 2. PROJECT PLAN OUTLINE

The contents of project plans will use the same project plan outline from the *Department of Veterans Affairs OI&T Project Management Guide Version 2.0*. The following reflect the minimum entries needed for an EA project.

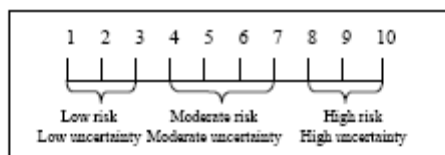
- 1 Overview
 - 1.1 Purpose
 - 1.2 Background
- 2 Project Scope
 - 2.1 Deliverables listed outlined in detail
- 3 Project Customers
 - 3.1 Key Stakeholder
 - 3.2 Customer Needs
 - 3.3 Customer Requirements
 - 3.4 Customer Acceptance Criteria
- 4 Deliverables
 - 4.1 Final Deliverable
 - 4.2 Interim Deliverables
 - 4.3 Organizational Deliverables
 - 4.4 Work Breakdown Structure (WBS) – high level (3 levels)
 - 4.5 Major Milestones

Milestone Description	Total Days	Start Date	Finish Date
-----------------------	------------	------------	-------------

5 Supporting Processes/ Systems Impacted

System or Process	Impact or Use
-------------------	---------------

6 Project quality assurance (risk assessment)



- 6.1 Assumptions
- 6.2 Risk/Contingency Planning (for each risk)
- 6.3 Reviews and Approvals Required
- 6.4 Status Reports Required

Who	What	Date Due
-----	------	----------

- 7 Change Management
 - 7.1 The Project
 - 7.2 The Organization
- 8 Team Resources
 - 8.1 Team Assignments (including Project Org Chart)

8.2 Staffing Level Resource Estimate

Staff Effort			Staff Cost
Team Member or Suppliers Name	Work Effort	Cost per Staff Unit	Total Cost

9 Budget Resources

Type of Expense	Cost
-----------------	------

10 Close-out

10.1 Metric of Success

APPENDIX 3. PROJECT PLAN FORMAT

Project plans for EA communications and training projects will normally contain a Roles and Responsibilities matrix, a work breakdown schedules, and a Gantt chart showing milestones. This information will be created and tracked in MS Project with the exception of a roles and responsibilities matrix. That item will be created in MS Excel spreadsheet or Word table as shown below in Table 3.

1. Roles and Responsibilities Matrix

Responsibility			Project Manager	Conference Planner	Planning Committee	Speaker Coordinator	Registration Coordinator	Special Need Coordinator	On Site Coordinator	OEAM Sponsor	OEAM Service Line Manager
Deliverable	Activity	Work Package									
Invitation List	Determine Participants	1.1	x							x	x
	Prepare Contact List	1.2			x						
	Confirm Attendance	1.3	x								
Conference Workgroups	Determine Areas of Interest	2.1								x	x
	Contact Leaders	2.2				x					
	Confirm Workgroup	2.3		x							
Conference Schedule	Determine Date of Conference	3.1			x					x	
	Prepare Time Slot Schedule	3.2	x								
	Match Workgroup Leaders to Topics	3.3	x								

Table 3: Example Roles and Responsibilities Matrix

2. Work Breakdown Schedule

If MS Project is not available, a coversheet will be generated to accompany communications and training plan project work breakdown schedules. A example of that coversheet can be seen in Table 4 below. The same content should be placed in the MS Project WBS.

Communications & Training Project Coversheet	Project Sponsor:	Responsible Organization
	Project Manager:	Action Organization
WBS No.:	Title of Activity	

Activity No.:			
Activity Description:			
Activity Start Date		How long will this activity take?:	
Activity End Date			
Activities that need to happen before:		Activities that need to happen after:	
Required Skills:			
Resources Assigned:			
Prepared By:		Approved By:	

Table 4: Example WBS Coversheet

The following basic list of activities in Table 5 will suffice for a communications plan project if MS Project is not available.

WBS	Activity
1	Methodology for Creating Communications Plan
1.1	Plan Communications and Training Plan
1.2	Assessment
1.2.1	Draft Requirements Document
1.2.1.1	Basic Communications Model
1.2.1.2	ID Goals and Objectives
1.2.1.3	ID Stakeholders
1.2.1.3.1	Categorize Stakeholders

1.2.1.3.2	Create Mailing List for Stakeholders
1.2.1.4	ID Target Audience
1.2.1.5	Obtain Scope Statement Approval
1.2.1.5.1	Draft Scope Statement & Discuss With Client
1.2.1.5.2	Wave Approach with Client
1.2.1.5.3	Manage Scope Changes
1.2.1.6	ID Channels
1.2.1.7	ID Messages and Themes
1.2.2	Develop SWOT Analysis Document
1.2.2.1	Conduct SWOT Meeting
1.2.2.2	Develop SWOT Matrix
1.2.2.3	Conduct SWOT Analysis
1.3	Design Communications and Training Plan
1.3.1	Develop Strategy Document
1.3.1.1	Refine Communications Model
1.3.1.2	Update Messages and Themes
1.3.1.2.1	Discuss Sources and
1.3.1.2.2	Discuss Cost of Collateral with Client
1.3.1.3	Map Messages to Channels and Targets
1.3.1.4	Institute Rolling Phase Approach
1.3.1.4.1	Create Rolling Phase Approach Diagram
1.3.1.4.2	Create Rolling Phase Approach Budget
1.3.1.5	Marketing Approach
1.3.1.5.1	Define Market Analysis Process
1.3.1.5.2	Create Marketing Approach
1.3.2	Create Implementation Plan – Phase 1

1.3.2.1	ID Internal and External Resources for Phase 1
1.3.2.1.1	Create List of Potential Internal Resources
1.3.2.1.2	Create List of Potential External Resources
1.3.2.2	Execute WHS Phase 1
1.3.2.3	Budget Phase 1
1.3.2.3.1	Prepare RFQ
1.3.2.3.2	Obtain Quotes for Outsourcing

Table 5: WBS Example

In lieu of a Gantt chart a table of milestones will be provided using the example below.

WBS Activity	Milestone	Date
1.1	Plan Complete	10/01/2008
1.2.	Assessments Completion	10/03/2008
1.3.2.1	Resources Ready	10/08/2008
1.3.2.3	Budget Ready	10/10/2008
1.3.2.2	Begin Execution	10/30/2008

Table 6: Example Project Milestone List

APPENDIX 4. LESSON PLAN FORMAT

The following outline is the standard format for an EA Training Lesson Plan.

Media	Section	Activity	Speaker
Lesson Plan	1	Overview	
Lesson Plan		Training Objective	
Lesson Plan		Target Audience	
Lesson Plan		Resources	
Slide 1		Lesson	Trainer
Slide 2		Introduction	Trainer
Slides 3-5		Point 1	Trainer
Slides 6-8		Point 2	Trainer
Slides 9-11		Point 3	Trainer
Slide 12		Summary	Trainer
Slide 13		Close	Trainer
Lesson Plan		Training Evaluation	Trainer